



The Discovery Project

Discovering Training Requirements for Managed Care, Phase I

THE DISCOVERY PROJECT

The project, designed to discover training needs in managed care, was accomplished in two phases. The first-phase goal defined the attributes of successful providers and leaders in successful civilian managed health care systems. The second phase of Discovery developed evidence-based training programs to help engender and enhance those attributes.

PHASE I RESULTS

Research results from the first phase were reported in three broad categories that described:

- Successful primary care providers
- Successful consulting specialists
- Successful leaders

Primary care providers showed these attributes:

- ☐ Committing to the organization, its culture, and its values
- ☐ Managing multiple dimensions of care (patient, population, and purchaser)
- ☐ Working flexibly with a team
- ☐ Understanding that cost and quality are connected, and together yield measurable, appropriate care

Consulting specialists were found to have the following characteristics:

- ☐ Being pleasant to patients
- ☐ Working pleasantly with colleagues (team skills)
- ☐ Keeping cost issues in mind
- ☐ Possessing good technical skills

Leaders displayed these qualities:

- ☐ Valuing and promoting the team/group approach
- ☐ Providing organizational leadership (making and defending evidence-based decisions; articulating and focusing on the organization's mission and values)
- ☐ For physician leaders, evidencing clinical expertise
- ☐ For non-physician leaders, liking and understanding doctors

PHASE II: DEVELOPING TRAINING

The project oversight committee defined five managed-care training goals:

1. Build knowledge of the core principles of managed care and TRICARE.
2. Build understanding of the cost/quality interface, including the use of measures of utilization, outcomes, and quality.
3. Develop teamwork abilities and skills in ways that allow groups of primary providers, consulting specialists, nurses, support staff, and administrators to work together in a coordinated way.
4. Create the abilities and skills needed for outcomes management, including population management, epidemiology, and prevention.
5. Instill the value of and skills at interpersonal communications among all members of the care team.

The alpha test for the managed care training of providers was conducted in April 1996. The concepts of the Discovery Project are being integrated into Air Force training through the AF Surgeon General's Integrated Product Team on managed care education and training.